



Leaders at the Core of Better Communities

Affiliation Agreement Template 2012
To Be Tailored by each State Association

AFFILIATION AGREEMENT BETWEEN ICMA & _(NAME OF STATE ASSOCIATION)_

INTRODUCTION

This agreement serves as a written understanding of the affiliation agreement between ICMA (International City/County Management Association) and _(NAME OF STATE ASSOCIATION)_.

ICMA and _(NAME OF STATE ASSOCIATION)_ seek to be more strategic in efforts to achieve mutual goals.

- The collaborative measures outlined in this agreement will contribute to greater success for both the state association and ICMA in the areas of membership development, professional development, and awareness of the value of professional local government management.
- Working more closely, ICMA and _(NAME OF STATE ASSOCIATION)_ will be able to achieve their full membership potential, reduce duplication of effort, and use existing resources more efficiently.
- This agreement supports ICMA’s vision and mission and core beliefs:

ICMA’s Vision

We are the premier association of professional local government leaders building sustainable communities to improve lives worldwide.

ICMA’s Mission

To create excellence in local governance by developing and fostering professional local government management.

ICMA’s Core Beliefs

We believe in...

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA’s Code of Ethics
- Advocating for professional management as an integral component of effective local governance and community building with council-manager government as the preferred local government structure
- Building sustainable communities as a core responsibility of local government
- Networking and exchanging knowledge and skills across international boundaries
- Ensuring that local governments and the association reflect the diversity of the communities we serve
- Committing to lifelong learning and professional development
- Building up the quality of the profession and the association through an engaged network of members personally committed to that end

- This agreement supports _(NAME OF STATE ASSOCIATION)_’s mission, vision, and core beliefs: _____

BENEFITS OF AFFILIATION

Value Statement

Members of the local government management profession are better served by belonging to both their state association and to ICMA. ICMA and state associations have been long-standing partners on behalf of the profession, providing services and benefits that complement each other.

- ICMA is the standard bearer for ethical conduct in the local government management profession through the ICMA Code of Ethics and assists state associations in promoting the importance of ethical standards. ICMA provides advice to individual members on ethical challenges, offers continuous education through columns, case studies and articles in *Public Management* magazine, and develops educational programs for state conferences.
- ICMA broadens state association resources for members by serving as a virtual research assistant offering leading practices, articles from experts and practitioners, as well as sample ordinances, policies, and reports on issues that cross state borders. ICMA connects members to colleagues across the country with common challenges.
- ICMA offers leadership and management programs drawing on national and international experts geared to different stages of a member's career. The highly rated annual conference serves all members. Other programs range from those serving the career development needs of emerging leaders to those tailored for seasoned managers. In addition, ICMA offers a nationally recognized Credentialing program that allows members to demonstrate the unique expertise and the commitment to continuing professional development that they bring to their communities.
- ICMA expands a member's network to those who share values, expertise and experience in local government across the country and around the world. Committees, task forces and advisory groups as well as online discussion groups forge connections beyond state boundaries.
- ICMA adds to the critical peer support network offered through state associations. ICMA members in transition who have been fired or forced to resign and who list their names in the *ICMA Newsletter* hear from colleagues all over the country and beyond. Monthly conference calls and materials offer financial advice, tips on handling job interviews, and further support.
- ICMA advocates nationally for professional local government management as an integral component of effective local governance with council-manager government as the preferred local government structure. ICMA maintains resource materials, data and information as part of this advocacy effort and the Fund for Professional Management provides resources both to support communities seeking to adopt or retain council-manager government and to develop or revise state-wide civics education curricula.

Each section of this agreement lists continuing activities to be provided by ICMA in support of _(NAME OF STATE ASSOCIATION)_ as well as areas in which _(NAME OF STATE ASSOCIATION)_ will share information and maintain linkages with ICMA.

The activities in this agreement are categorized into the outcomes, strategies, and tactics laid out in ICMA's 2008 Strategic Plan:

- 1) Leadership
- 2) Professional Development
- 3) Knowledge Sharing
- 4) Member Engagement and Support

SECTION I: LEADERSHIP

Local government management is a profession of innovative, competent, principled leaders committed to promoting the integrity of local governance, meaningful community participation, and representative democracy. Managers work with elected officials and in concert with citizens, and partners to facilitate community building and engage around issues that cross boundaries and borders. Professional local government managers are dedicated to sustainability; stewardship of public resources; and sound, results-based management principles to help create communities that improve the quality of life for everyone.

Professional local government management attracts and cultivates a diverse and talented group of individuals dedicated to these high ideals. Professional local government managers are the standard-bearers for ethical conduct and the advocates for professional management and principles of sound local governance. ICMA is the association of choice for members of the professional local government management community and a model of effective outreach and collaboration with other associations, institutions, and stakeholders.

Together, ICMA and (NAME OF STATE ASSOCIATION) will:

- Promote, enforce, and celebrate the highest ethical standards of professional behavior.
- Raise awareness of the value that professional management brings to local governance and advocate council-manager government.
- Lead efforts to build sustainable communities by developing a recognized body of knowledge and expertise that focuses on balancing environmental stewardship, economic development, social equity, and financial and organizational viability.
- Expand the current membership, with an emphasis on attracting the next generation of professional local government managers, including women and minorities, entrants from other careers, and other local government management professionals who are not members of ICMA.
- Identify opportunities to celebrate our mutual accomplishments and feature them in ICMA and (NAME OF STATE ASSOCIATION) print and electronic publications.
- Collaborate on the alignment of the state association logo and the ICMA logo, identifying (NAME OF STATE ASSOCIATION) as a ‘state affiliate of ICMA.’ ICMA will provide design service for logo alignment at no charge.
- Collaborate on matters of promotion and defense of council-manager government in (NAME OF STATE).

ICMA will:

- Make ICMA training sessions on the Code of Ethics and ethical behavior among local government professionals available to the state association, its members, and the local jurisdictions which they serve. (Fee structure variable, based on size of audience and duration of session/s.)
- Involve (NAME OF STATE ASSOCIATION) in development and execution of the Value of the Profession campaign to raise the level of knowledge and understanding of the role and impact of local government, and professional local government management.
- Share information and leading practices on sustainability, environmental stewardship.
- Reach out to young people, women and minorities, entrants from other careers and other local government management professionals in (NAME OF STATE / STATE ASSOCIATION) who are not members of ICMA.

(NAME OF STATE ASSOCIATION) will:

- Conduct at least one ICMA Ethics session annually (distinct from ICMA University Workshop in Section 2 below).
- Provide an annual contribution to the Fund for Professional Management in support of ICMA’s advocacy work on behalf of professional local government management and the Council/Manager form of government.
- Join with ICMA in the commitment to include the issue of sustainability in an educational session in the annual conference program for the state membership.
- Support the ICMA *Life, Well Run* campaign. The campaign seeks to raise awareness of and appreciation for the existence and value of professional local government managers, and is being implemented in pilot communities in 2012. Because this is a broad-reaching campaign benefitting all professional managers, the state’s participation in helping to raise the \$5,000,000 (\$1,000,000 from the membership) necessary to implement the campaign nationwide is vital. Therefore, CMAO agrees to:
 - 1) Identify an individual with whom ICMA can work to support *Life, Well Run* fundraising efforts in the state
 - 2) Commit to an overall *Life, Well Run* fundraising goal and make contributions to the campaign until that goal is met.
 - 3) Help educate state association members about the campaign and reiterate ICMA’s need for their support (i.e., run articles about the campaign in the state newsletter; include *Life, Well Run* in fundraising appeals to members; link to the *Life, Well Run* website [available April 1, 2012] from the state website; include a “Donate” button for *Life, Well Run*, as appropriate, in electronic communications; and provide an opportunity at annual meetings to highlight the campaign).
- Assist ICMA with identification of and targeted outreach to young people, women, minorities, and entrants from other careers and other local government management professionals in (NAME OF STATE) who are not members of ICMA.
- Assist ICMA in preparation for its 100th anniversary in 2014 by identifying, interviewing, and videotaping available members of the first generation of managers in their state.

SECTION 2: PROFESSIONAL DEVELOPMENT

Professional local government managers seek continually to improve their capabilities. Renewing themselves through lifelong learning, managers acquire new expertise and develop their leadership skills to build better communities. ICMA serves as a source of professional development for its members throughout their careers in public service.

ICMA will:

- Provide advice on (NAME OF STATE ASSOCIATION)’s meeting program development, including issues of program design and leads on speakers
- Provide results of Applied Knowledge Assessment results by state.
- Provide the opportunity for (NAME OF STATE ASSOCIATION)’s input to ICMA annual conference planning process through appointment of state-designated representative.
- Conduct a half-day ICMA University Workshop, at a negotiated fee, at (NAME OF STATE ASSOCIATION)’s annual conference(s) and sponsored training events. (*options: every year; every other year*)
- Exhibit ICMA products and services tailored to state meeting program offerings and interests of members.

(NAME OF STATE ASSOCIATION) will:

- Provide information on members' professional development needs, including input for the annual conference
- Collect and share feedback on presentations by speakers at state meetings
- Feature (x number) of ICMA University Workshops (1/2 day offerings) in the (NAME OF STATE ASSOCIATION)'s professional development events in (NAME OF STATE) each year.
- Set a goal of increasing the number of credentialed managers in (NAME OF STATE) by X% or by X # annually.
- Provide display space at (NAME OF STATE ASSOCIATION)'s annual conference(s).
- Provide host committee support for ICMA annual conferences held in (NAME OF STATE).

SECTION 3: KNOWLEDGE SHARING

ICMA is the preeminent source for information about leadership and management of local government. ICMA promotes, supports, and engages in sharing member experiences and enthusiasm to create understanding and appreciation of national and global perspectives that can enhance local government, community building, and the effectiveness of public services.

ICMA will:

- Provide content links between _(NAME OF STATE ASSOCIATION)_'s website and ICMA.org. **OR**
- Develop and host a website for _(NAME OF STATE ASSOCIATION)_ within the ICMA.org framework.
- Host online discussion tool for members of _(NAME OF STATE ASSOCIATION)_ via ICMA's Knowledge Network / "Groups" functionality.
- Feature state association news updates on ICMA.org
- Engage _(NAME OF STATE ASSOCIATION)_ in interactive features of ICMA's Knowledge Network.

(NAME OF STATE ASSOCIATION) will:

- Provide state news updates to ICMA on a quarterly basis.
- Link to ICMA News from ICMA.org via RSS news feed.
- Contribute X # of documents per month / per year, (emphasis on innovative / leading practices) for inclusion in ICMA's Knowledge Network.

SECTION 4:

A) MEMBER ENGAGEMENT & SUPPORT

ICMA fosters an active and engaged membership dedicated to contributing to and improving the association. The association promotes and embraces diversity among its members, including a governing board that reflects ICMA's membership and the communities served. ICMA is a source of personal support and renewal for its members throughout their life in public service. The association is committed to strengthening strategic partnerships on behalf of members and providing the highest quality products and services to its members.

ICMA will:

- Actively promote the value of membership in both ICMA and the _(NAME OF STATE ASSOCIATION)_. .
- Provide current lists of ICMA members in _(NAME OF STATE)_ .
- Propose opportunities to work together on membership recruitment.

- Provide partnership opportunities for recruitment of ICMA members who are not members of the state association.
- Provide ICMA membership information; information about professional development offerings; catalogs of publications, products, and services to _(NAME OF STATE ASSOCIATION)_.
- Conduct state officers' roundtable at the ICMA annual conference
- Convene meeting of state secretariats / state association staff at the ICMA annual conference
- Ensure presence of ICMA leadership (ICMA state liaison, board member, and/or executive director) attendance at the (NAME OF STATE ASSOCIATION)'s annual conference.
- Conduct annual regional meetings of state leadership to solicit feedback and encourage networking.
- Designate a senior staff member or senior advisor to serve as state liaison to oversee and support the formal relationship.
- Provide information regarding committee openings and rosters (including name, municipality, and state), as well as a list of _(NAME OF STATE ASSOCIATION)_ members expressing an interest directly to ICMA in serving on committees.
- Provide one complimentary ICMA annual conference registration for designated state staff member.
- Extend a complimentary registration to ICMA annual conference for the Range Rider(s).
- Provide complimentary ICMA annual conference registration when the state association provides a travel scholarship/stipend to one or more of their members to attend the conference who would be first time conference attendees.
- Provide a complimentary membership to any students receiving state scholarships to pursue a graduate degree.

(NAME OF STATE ASSOCIATION) will:

- Set a goal of increasing ICMA membership in _(NAME OF STATE)_ by X% or X # annually.
- Provide ICMA with language regarding the benefits of membership in _(NAME OF STATE ASSOCIATION)_ so that the value of belonging to both the state and ICMA can be well understood.
- Provide feedback and input on ICMA committee volunteers, executive board nominations, and annual awards program nominations.
- Designate an ICMA Full Member representative, presumably the state president, to serve on the (Name of Region) Regional Nominating Committee each year starting with the 2013 nominations and elections; follow the guidelines and participate in the ICMA nominations and elections process in support of candidates to serve on the ICMA Executive Board.
- Convene a general session for ICMA leadership to meet with members for an update of ICMA activities as well as the opportunity to interact socially at the (NAME OF STATE ASSOCIATION)'S annual conference.
- Ensure that _(NAME OF STATE ASSOCIATION)_'s staff communicate regularly with ICMA state liaison to provide input on ICMA programs and policies and to facilitate the flow of information between the associations.
- Provide complimentary registration for two members of ICMA leadership and staff to attend _(NAME OF STATE ASSOCIATION)_'s annual conference. NOTE: If the ICMA Executive Director attends, he/she will also be provided with complimentary registration.
- Provide an updated list of state officers annually.

